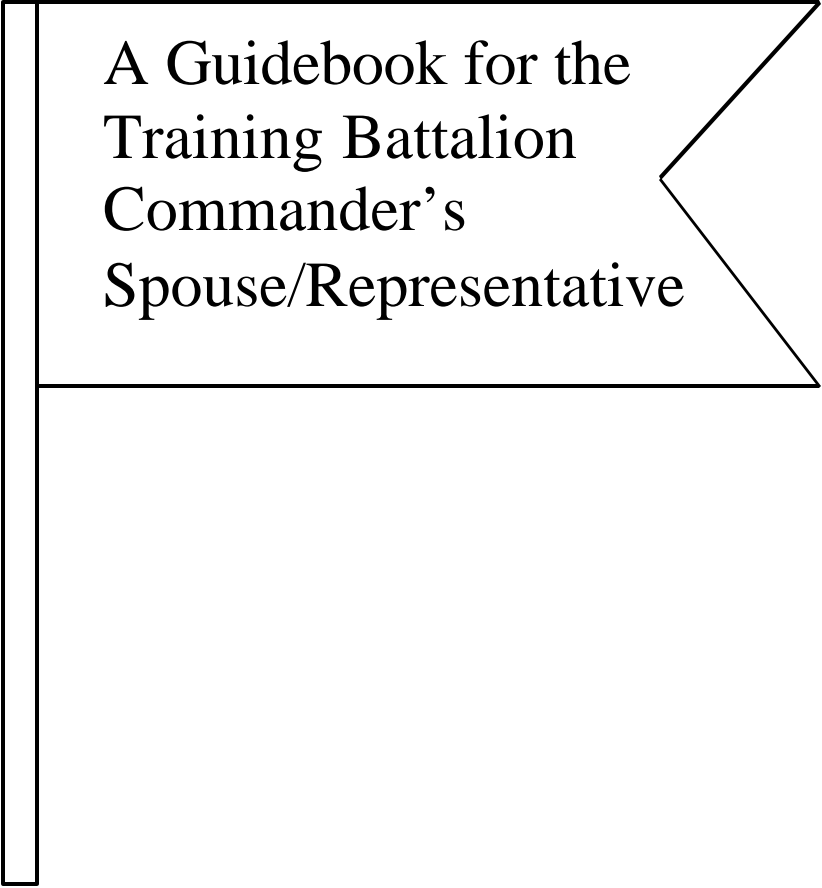


RED PHASE

BLUE PHASE

WHICH PHASE NEXT?



A Guidebook for the
Training Battalion
Commander's
Spouse/Representative

US Army War College
Military Family Program
Carlisle Barracks, Pennsylvania

Dear Spouse of “The Commander”,

Just completed reading this outstanding handbook for spouses of current and perspective IET commanders. Found a wealth of insights and very practical tips that are bound to be helpful.

And... couldn't pass up the opportunity to add my own two cents to this very useful document. Would recommend you have “the commander “ stand down long enough to read the next several paragraphs.

Have talked with hundreds of IET leaders over the past four years. Frequently, the discussion turned to the keys to successful command. Will only highlight one such key: how commanders can take care of themselves and their family. Several points.

First, IET commander, please understand that time with your family will be limited, so every minute has to count. On your way to command, take some time to think through the development you would like to see in each family member during a two-year tour. Then, consider how you will contribute to this development, even though time will be limited. Do what you've always done: have a plan.

Second, when you have “ time off” take it. Can't tell you how many times I've walked through an IET area on Sunday afternoon and found commanders and others at work. Frequently, after a short conversation, it became clear that they weren't doing anything on Sunday afternoon that couldn't be done on Monday (or even Tuesday or Wednesday, for that matter).

Third, be aware of a strange phenomenon that I have seen in the IET community on occasion. Sometimes commanders and others get to the point that they are more comfortable in the unit area than they are at home. How in the world could this possibly happen? Here's what I think I've figured out. When an IET commander or cadre member is at home on a limited basis, family members inevitably compete for their time and attention when they are around. Some times, folks get overwhelmed and simply say, “ I've got to go to the battalion.” Recognize this and fight it!

Fourth, you've all been on deployments, and you know what frequently happens when you return. You walk in, stand in the middle of the kitchen and pronounce, “ I have returned to resume my rightful place in this family” (or words to the effect). Your loving spouse says “ what do you mean your rightful place, you turkey, I've been running this family just fine for six months without any help from you” (and that's if the spouse is feeling charitable).

Just because you slept at home every night during a cycle, did not mean you were part of the family. You will do well to act as if every cycle break equals a return

from a deployment. Ease back into the family during a cycle break. Don't come in with the attitude that every thing is all messed up and you have a limited time to square it away. Look around and see what you can do to be a contributing member of the family. Recall those things you determined would support the growth of each family member. Maybe you would do well to move out on a few of these during your short break.

Fifth, get your family into the unit frequently. Let them meet those you work with and those you are training. Let them talk with young soldiers. You might be surprised that your spouse and your children really like these young people. And you family will gain an understanding and an appreciation for the important work you are doing.

Sixth, make sure you have a battle buddy. Look for someone who is walking in your shoes and who can be trusted implicitly. Then, take opportunities to sound off to your battle buddy and blow off steam. Do not take your frustrations out on you family members. Have a buddy who will listen, and then reciprocate by listening to your buddy.

A final note to spouses. Every once in a while, make "the commander" slow down and see the trees, smell the roses, or whatever gaining some perspective looks like to them. Help them to see the contributions they are making to the Country, to the Army, and to the lives of the young people they are training. And, remind them that they are a valuable, irreplaceable part of your family.

JOHN VAN ALSTYNE
LTG, USA

Note: LTG Van Alstyne served as Commanding General, United States Army Training Center and Fort Jackson, S.C. from 1997-1999. He presently is serving as the Deputy Commanding General for Initial Entry Training, United States Army Training and Doctrine Command, Fort Monroe, Va., since 1999.

As you probably realized from the title of this book, it is a resource for the IET (Initial Entry Training) Battalion Commander's spouse/representative. An opportunity to serve in a training battalion is a great experience. For us, standing at graduation and hearing hundreds of civilians become soldiers is very heartwarming and humbling. All the great soldiers of our Army started out somewhere in a basic course. The nine weeks of basic training for the new soldiers is a time of great interpersonal growth. The time serving and working with the cadre of this process is also an awesome growth experience for the commander and his/her spouse.

The training battalion is a unique unit. Unlike the sister tactical battalions where soldiers arrive for their next assignment, civilians arrive at basic and nine weeks later they become soldiers. The unit has a very important mission-that of training each soldier for his/her place in our Army of One.

We hope that this book will serve as a resource to you. For our purposes, we refer to the commander as "he" and spouse as "she." Your experience will be your own. The suggestions in this book are examples of what worked for us. We have surveyed spouses of the Army War College (AWC) Class of 2001. We have also relied on experiences of the following spouses to provide information for this book:

Robin Wininger

Laura Kienle

Patty Barron

Nancy Howle

Pam Burns

Beth Palsha

Joy Dallas Eshelman

Realize that by choosing to serve in the leadership role of the unit, you will be looked to for guidance and mentorship. Be kind to yourself. Don't gauge your success as a leader by others' measurements or the number of thank-yous you receive. Know that you may touch only one person but if that person touches one person and so on, we can all contribute one at a time to become a total Army of One. Your legacy will be the leadership of tomorrow and in that you will receive your thanks. You will also feel pride in knowing that you helped in supporting the process of turning civilians into soldiers. Remember, "You may be only one person in the world, but you may be the world to one person." Good luck in an exciting and fulfilling adventure!

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CHAPTER ONE

MISSION/UNIT ORGANIZATION

The mission of an Initial Entry Training (IET) unit is “soldierization.” This includes preparing young Americans, often right out of high school, for service in our Army. This daunting task requires total commitment of the IET unit to teach, condition and indoctrinate new soldiers with the skills and values needed to succeed in today’s Army. It is an awesome transformation!! When you attend a graduation ceremony and actually see the transformation that took place you can’t help but feel proud to be an American, and feel pride in a job well done. You have the opportunity every graduation to see America at its finest. Parents and relatives who have entrusted your unit with their loved ones are full of emotions! Be sure to take advantage of this opportunity.

The unit itself has a very small headquarters, staffed much leaner than a TO&E HQ’s; this means everyone has to be involved in everything. Your battalion headquarters may only have three or four officers, including the Battalion Commander and Executive Officer. The Battalion Headquarters normally consists of the Command Group, the Operations Section, the Personnel Actions Center (PAC), and in many battalions the Supply Section (S4). The Battalion Command Group consists of a Battalion Commander (LTC), an Executive Officer (MAJ), a Command Sergeant Major (CSM), and usually a Chaplain. The Operations Section consists of a Battalion (S-3) (1LT-CPT), an operations NCO (SFC-MSG), and possibly a Legal Clerk (GS4/5). The PAC handles all personnel actions for the battalion. Each company generally has two officers; the Company Commander, usually a Captain, and the Company Executive Officer, usually a First or Second Lieutenant. The companies also have a First Sergeant, approximately 12 Drill Sergeants less in AIT units, and a small support personnel staff.

Your unit will have a very professional group of NCOs, who have much responsibility. Drill Sergeants will have either volunteered or were selected by a Department of the Army Selection for the Drill Sergeant Program. These NCOs go through an intensive nine-week course of Drill Sergeant School. (Yet, a drill sergeant’s family knows little about Initial Entry Training. They have heard horror stories from the Aberdeen scandal and are as apprehensive about this assignment as new soldiers are. Just something to be aware of.) There will also be training cadre, not everyone is a drill sergeant. The cadre will work long hard hours to support the unit. Also, although an IET unit does not deploy, the different phases, cycles and classes make it seem as though they are deployed while at home! This is cause for being sure to have a Family Readiness Group (FRG) in place. We will talk more on this subject later on.

Initial Entry Training is comprised of five phases. They are the Red Phase, White Phase, Blue Phase, Black Phase and the Gold Phase. The Red, White and Blue phases are part of the Basic Training program of instruction, the Black and Gold Phases are part of the Advanced Individual Training (AIT). In an OSUT or One Station Unit Training, a training cycle is about 13 to 14 weeks long and

encompasses all five phases of training. OSUT is MOS specific i.e., Infantry, Armor, Artillery, and Military Police and once a soldier has successfully completed an entire training cycle he/she is awarded his/her MOS and is ready for duty in any of our war fighting divisions. These phases vary in instructional content and intensity of training. With the passage of each phase will come increased privileges for new soldiers. The Red Phase is also known as "Total Control" - during this phase there is always a drill sergeant with the soldiers from wake up until lights out. This control gradually lessens with each successive phase. In Basic Training, graduation takes place at the end of the Blue Phase. In OSUT and AIT, graduation occurs at the end of the Gold Phase. Generally, each phase change is marked with some type of ceremony or ritual to recognize the successful progression of the soldiers.

CHAPTER TWO

COMING INTO THE BATTALION

Understand that the unit itself is expecting changes but at the same time feels some apprehension, to you and to whatever changes you will likely bring to the unit. Our advice is to proceed slowly on some of the social changes you want to take place and let everyone get a chance to know you a little bit first. If you have the opportunity to get your hands on a current roster, even before you arrive at the unit, do so. The more familiar you are with the names of the people in your unit the easier the transition will be. There is nothing better than to be known by your name. You will make a good first impression if you know some of the names of people in your unit right away.

Listen to the current/outgoing command team. You may not agree with all of the ways they did things, but listen to what they have to say and why they did things the way they did. Don't be afraid to ask questions, they are the ones who will know the unit. Some units have their own welcome packet with information pertaining to that particular unit. Some examples are an explanation of their unit's crest, history of the battalion, and make-up of the battalion. The welcome packet may include a list of key personnel and pertinent phone numbers. Talk with your peer group, other battalion command teams on the installation. Find out what works in other battalions and adapt what will work for you and your unit.

Determine the existing roles within the unit. Your XO's spouse and/or CSM's spouse, if present, are good sources to determine what has or has not worked. You will probably have the opportunity to get to know every permanent party cadre member of the battalion, as Initial Entry Training Units are relatively small. Try to remember the names and faces of the people in your unit and don't be afraid to say hello to them in the PX or commissary – let them know you are a military spouse just like they are and you have other responsibilities outside the unit too – such as grocery shopping for your family! Fortunately, for me, I got to know a lot of the spouses in our unit at our children's' sporting events. We were on pretty equal turf when we were yelling on the sidelines for our kids to score a goal!! This gave them the opportunity to get to know me as a person, in the other roles of my life, besides part of the command team.

As for being welcomed into the unit, don't be surprised or offended if there is no formal welcoming. Unfortunately, it is becoming all too common and old traditions are sometimes slipping away. The spouses in your unit just plain and simply may not know better. This is your opportunity to do a little bit of mentorship. Show them how nice it is to be welcomed and lead by example. Be sure to welcome any new people into the unit. We always presented our Officer's spouses with a unit crest pin at hails and farewells and our enlisted spouses were welcomed with the same pin at our drill and ceremony competitions within the battalion. Our unit made a day out of the drill competition. Spouses and family members were encouraged to come out and watch the competition. After the competition was over we went back to a classroom and had some munchies and drinks, using funds we

raised through our FRG. We would use this time to present any awards to anyone in the unit and used this time as an opportunity to have a “hail and farewell,” if you will, with the entire battalion. It worked well for us; you will need to feel out your unit and see what will work best. The drill and ceremony competition took place during the “Blue Phase” of basic training, so this opportunity took place basically once a quarter. Based on differing schedules and cycle phases, you will have to examine your unit’s calendar to see what works best for you.

On another note, I made it a point to visit any incoming officers and their families while they were still in processing and staying in guest quarters. I usually baked a batch of cookies or if time was pressed picked something up from the bakery for them to enjoy while they waited for housing to become available. At that point I would give them a current roster and let them know they could call me if they needed anything. Like I said before, it’s nice to be welcomed and known by name, whether in the military or civilian world, so we must as leaders set the example and let others learn from us!

The following pages are an example of a welcome letter that was sent to an incoming Commander’s wife. Also, there is a letter that a Commander’s wife sent out to her Company Commanders spouses to gather information to give to the incoming Battalion Commander’s Spouse. These are given purely as examples of how other spouses did things, so you can have some ideas to work from. For the most part, you will see more similarities with TO&E units than differences. In no way are they intended to be an absolute way that you must follow. This is to help you gather information, learn from other’s experiences and come up with a way to welcome your replacement when the time comes.

Welcome to the Battalion Spouses!!!

We are very happy that you and your spouse (and family) have joined the UNIT! We are a fun and very relaxed group and we know that you will enjoy your time here in the unit. We thought you would like to know what the Officers' wives, CSM wife, senior NCO wives' and the First SGT wives' do a group so you will feel more comfortable to join in on the fun!!!!

Coffees: Our general rule is to meet the first Tuesday of the month at 7:00 P.M., but we are flexible depending on schedules, etc. The coffees are usually very simple and casual. You may volunteer to host one by yourself or with other wives in the unit.

Dues: Dues are determined by the farewell gift that you choose. We have a monthly "opportunity" that you may participate in (\$1) to help our treasury with any extra expenses such as general wives', brigade commander wives' farewells, etc.

Farewell Gifts: We are currently looking for new farewell gifts. Any suggestions are appreciated. More will follow on this. Currently we are giving a framed picture or a piece of Wilkie Ware.

Telephone Roster and Address Roster:

We have a phone roster and we will use it for the gatherings, to pass on information that is needed for the coffee group. Any official messages will be passed through the chain of concern/FSG roster of each company. We will try to keep this social roster updated.

Meals-on-Wheels:

We provide meals to the families of our coffee group during times of illness, new babies, etc. We maintain a roster with volunteers to prepare these meals as the need arises.

New Births and Newlyweds:

We provide a baby/newlywed basket at the coffee and bring a gift to place in the basket. This is usually done after the birth/wedding.

Thrift Shop:

Our unit is usually assigned 2-4 evenings each quarter at the thrift shop. I will give out the dates to each FSG group for sign-up. Childcare is provided by the Thrift Shop.

Officer Wives Club:

We encourage all wives to join the Officer Wives Group. This group has monthly meetings and gives back to the community in many ways. It is a fun way to meet other wives.

Hail & Farewells:

These are done by the husbands and the goal is to be a close group. These functions are casual.

The most important thing for you to know about our group is that we are a fun group who love to laugh as well as support each other. We are 'family' to each other while we are here. Everything within the group is social and voluntary, but the more you do participate the more wives you will meet.

Our home is always your home. Please feel free to call if I can be of any assistance to you (428-1955).

Dear Petra,

I would like to make the transition to Cherie as easy as possible. Since the husbands are to come home this weekend and I know you will want to spend, as much time with Clint as possible, I would like to ask a favor. Would you please take a moment and please have this information to me by Friday.

1. Roster and phone tree with POCs
2. Brief outline of how company FRG is organized and operates
3. Any other company info from the "Company Checklist" such as farewells welcomes social function, etc.
4. Copy of the latest company newsletter
5. Short bio of yourself to include children, hobbies, interests, previous assignments, jobs, schooling, etc.

Hopefully with this from all of you, she will see how all of the FRGs operate and it will help in the transition.

Thanks,

Beth

CHAPTER THREE

FAMILY READINESS GROUPS

By Army Regulations every Commander must have a Family Readiness Group (FRG) in place. This group was formally referred to as a Family Support Group (FSG). Some folks will have you believe that it is not necessary in an Initial Entry Training Unit; this couldn't be further from the truth. Although the unit may not physically deploy, because of the amount of training and classes and intense hours our spouses spend within the unit, they may as well be deployed. There will be plenty of missed soccer games, birthday parties and family mealtimes together. This can seem like a two-year unaccompanied tour with your family on post with you. We need our FRGs as much as any unit because a good FRG helps not only the spouses of the cadre, but pulls the unit together and reduces the stress on everybody.

In an IET unit the make-up is different. As we said previously you have more NCOs in key leadership roles, they must be included in decision making for battalion functions. You will have to recognize and involve your single cadre in FRG activities. Early on, you need to decide whether the FRG will be run on a battalion level or on a company level. Our unit ran their FRG on a company level, but we met quarterly as a battalion FRG and all were invited- to include kids! This was done in one of the Battalion classrooms and often times the kids went into another classroom and watched videos, with older teenagers keeping an eye on them, or even some of the single soldiers watching the kids, while we had a meeting. Be sure to get the information from these meetings to the spouses that have not attended, you may have a dual military situation. Many units have *monthly battalion* level FRG meetings. Some units are on different fill or class cycles and FRGs have to be handled accordingly. You may need to conduct a survey as people arrive in the unit regarding number and ages of children to determine how you may or may not include them at unit functions.

Our battalion opted to have bake sales at our Family Day (the day before graduation). Family Day was when the new soldiers families came onto post for their graduation and they would meet their "soldier" in the battalion area. However, their soldier was not allowed to leave the immediate area, so each company set up a table with food and drinks for sale by donation. This approach had many hidden opportunities: the spouses came together for a common goal, the unit raised money that we later used to offset expenses for a formal, and were used each cycle for the drill and competition ceremonies. This also gave spouses the opportunity to actually see what their spouses have been doing!! They were able to see brand new soldiers that have been trained and conditioned by the efforts of their spouses! The spouses coming together for a common goal gave them the opportunity to get to know each other. From these fund raising efforts and meetings, friendships were formed. (A cautionary note about fundraising, each installation has its own rules and regulations, be sure to check with DCA and SJA before implementing anything. Some units do memorabilia sales. Be aware that there are very specific regulations

pertaining to the sale of merchandise to soldiers.) Our FRG was then easily in place, people enjoyed each other's company and enjoyed getting together. So the FRG became a social event, not just something that had to be accomplished because of Army Regulations. There is an interesting overview about IET in a book titled "THIS WE'LL DEFEND," by Sean M. Herron. Here he gives you a Company commander's perspective, in which he has a short chapter that addresses FRGs. He also put Initial Entry Training language into layman's terms. (More info in resources at end of book).

As with any FRG communication is the key element. To accomplish this, we not only had our meetings and our bake sales, we also did a quarterly newsletter. In this newsletter each Company Commander gave an overview of what was happening within the company, any new cadre, any cadre leaving, birth announcements, etc. The Battalion Commander also gave an introduction letter and I would put in a section of Community News to let people know what was happening on post!! This seemed to work well for us, and with so many people having input into the newsletter it didn't seem like such a huge undertaking. The Chaplain oversaw the inputs and put it together, ran it off and mailed it to everyone's home address. Again we are talking about the permanent party folks. These are just some ideas for FRG groups. Each unit is different and the make up of the individual unit will determine how this will function. The following is an example of how another unit FRG functioned:

"The 1-50 Infantry Family Support Group is comprised of five separate companies all working together under the guidance of the Battalion steering committee. This committee is comprised of all key BN and company personnel, family representatives from each company and the BOSS representative. The purpose of the FSG is to promote independence by providing information and knowledge about the unit and available community resources, and to establish a sense of "esprit de corps" by making available numerous opportunities for cadre and their families to socialize. Financial support of such activities comes from "Friends of the Bayonet"; a Private Organization made up of officers, cadre and families of the 1-50 Infantry. Information flows through welcome packets, telephone trees, newsletters, flyers and any briefings the commander might deem necessary to keep family members informed. The BN commander has overall responsibility for the FSG concept and each company commander is responsible for the company FSG and answers to the BN commander. BN and company spouses are designated as volunteer FSG coordinators. All military and FSG leaders come together at a monthly steering committee meeting to discuss pertinent issues related to the morale and welfare of the families of 1-50 Infantry, plan and discuss up-coming events, and report on the progress and activities of the individual company FSGs."

CHAPTER FOUR

OFFICER/NCO SPOUSE RELATIONSHIPS

The relationships between officer and non-commissioned officer spouses are very important in establishing the climate of the battalion. Establishing a partnership with the CSM's spouse early sets a positive example for other officer and NCO spouses within the unit at all levels. A partnership with your CSM's spouse can be a rewarding experience. You may even gain a new friend. These NCO spouses have a wealth of institutional knowledge and personal experience. They also bring a different perspective to what it means to be a soldier's spouse. If you don't have an active CSM spouse, encourage input from the other NCO spouses in the unit, especially the 1SGs' spouses, because they are an integral part of the training unit.

Barriers sometimes exist between officer and NCO spouses. Remind them often that FRGs are not rank conscience. Regulations do exist for specific reasons. Use common sense in dealing with the responsibilities between the officer and NCO spouses in the unit. Recognize the differences between the officer spouse and the NCO spouse cultures and use the positives from both to build a stronger unit FRG and team.

Thoughts from the Field:

- Again, recognize that the ratio of NCOs to officers in most IET units is approximately 12 to 2; sometimes the ratio is greater.
- Drill Sergeants' spouses can be the best link to the battalion. Involve them early and welcome their input.
- Include NCO/Officers and their spouses at Hail and Farewells, coffees, picnics, and other unit affairs.
- We have also held separate functions for the officers and their spouses during our second year of command due to "popular demand." These need not be omitted and are important to mentoring junior officers and their spouses.
- The FRG is vital to the training unit. Include NCO spouses in FRG leadership position if possible.
- Sometimes a social even just for the drill sergeants and their wives will show how much they are needed and appreciated in the battalion.
- If you have a CSM spouse, become a working partner with him/her. This person carries special "weight" with FRG members; the NCO spouses seem to listen more attentively to the CSM spouse.

- Do not overlook inputs from 1SG spouses; they are essential to battalion operations.

Dealing With Dual Military and Single Parent Families

In the 80's and 90's, there was an increased demographic wave of dual military marriages, be they couples in the same service, cross service or even cross ranks. At the same time, there was an increase in the number of single parent families. The ramifications and impacts are far-reaching not only on the involved families but also on most military communities.

FRGs should be aware of the existence of dual military families within the battalion. This point cannot be overemphasized when the unit leaders are part of a dual military couple (i.e., battalion commander, CSM, first sergeants, drill sergeants, and company commanders). Dual military families exist among all ranks. Some of these families are “hybrids” between Army and another service. Some “hybrids” involve cross ranks. Some “hybrids” even involve US service members and allies.

Both dual military families and single parents face issues that require special planning. DOD statistics (March 2000) reflect there are approximately 34,732 dual military couples with children and 83,564 single parents. FRGs cannot neglect the special planning, childcare arrangements, emotional issues—at a minimum—that surround the lives of military families in these two groups.

Impacts for the FRGs to consider (should be planned for, discussed and resolved if possible) when dual military “leader” couples are involved:

- FRG should have designated representative when commander's spouse is active duty or geographically separated
- Both spouse leaders on simultaneous TDY, unit deployment, or “on the trail” at the same time
- If both leaders are assigned to same Brigade/Battalion, challenges may emerge during certain unit operations due to training or deployment of one of the leaders
- Care of children in absence of both soldiers. A plan should be established by the parents and recorded in the PAC.
- Location of couples' emergency information. Again, usually in the PAC.
- Both leaders in critical positions at the same time (i.e., two commanders, two 1SGs, two drill sergeants, etc.)
- Cross-service hybrids (Be aware that different services have different ways of running FRGs and other activities)

FRGs can apply most of the above considerations when dealing with single parents. FRGs do not and should not assume the responsibilities of caring for children. Neither do they assume the legal matters of any family. They should however be aware that there are some special circumstances in any unit.

CHAPTER FIVE

TRAUMA IN THE UNIT

One of the hardest things to deal with in any unit is trauma. Trauma comes in many forms. In the initial entry training unit, unfortunately two of the most common types of trauma are marital problems and suicide/sudden death.

Marital Problems

This is a tough one. Because of the long hours put into training (usually 6 full days and ½ day on Sunday) during cycles, shaky marriages sometimes break apart. Separation and divorce are hard especially when they occur between active participants in the unit FRG. The spouse that is active in the unit becomes lonely when the FRG is no longer her social/support group because she and the service member have broken their relationship. She may turn to someone in your group. Sometimes it is you the leader. You want to support the individual but you must also facilitate the growth of your FRG group. Remember there are two sides to every situation. Try to involve her with friends outside the unit if possible. Another resource for you is the unit chaplain. During our command time, we focused a great deal on families. We had a marriage retreat, sponsored by our chaplain. Some retreat expenses were paid for from funds from the chaplain's fund and from our unit fund. The individual couples paid for the rest of the retreat. We also purchased marriage enrichment inventories and the chaplain scored them before the retreat. He set up private sessions for those that couldn't attend the retreat or who needed more information or counseling. The results of the inventory were discussed at the retreat. The retreat helped identify potential problems in the marriages of the cadre family. It also allowed some couple time for the participants.

Another resource to help with family and marital issues is the post/installation Family Advocacy Program.

Suicide

Sometimes this can be a source of trauma in the training units. Drill Sergeants and leaders in the unit put pressure on themselves to train the best and to be the best. The stress levels can be higher because of being "on the trail." Sometimes this pressure overcomes them. If this happens, the others around them start to blame themselves for not recognizing signals. If a trainee is the one who has died, the cadre may feel they have pushed them too hard. Guilt/anger is a normal process of trauma, as is denial. The chaplain can be a great resource in dealing with this tragic event.

Stress is a big factor in the training unit. Learning to deal with stress can have a positive effect on the entire unit.

Death/Sudden Death

Death in the unit is one of the hardest forms of trauma to deal and cope with. Sudden death leaves many questions for the unit and questions about the loss.

Normally, there is a casualty assistance program run by the installation/post to assist with the needs arising from a sudden unit death. The purpose of this program is to assist the soldier's family members in case of death. The unit will also help with the needs of the remaining family. How you and the unit cope with death is individual and tailored to the specific unit, person(s), and type of trauma.

Usually, the company commander, battalion commander, chaplain, and FRG leader assist in helping meet the deceased family members' needs. Different people react differently to each situation. Recognize the differences and remember there is no exact SOP (Standard Operation Procedure) or check list for dealing with others' grief and loss. Red Cross, ACS, Chapel, and Medical Services may have information to help with the grieving and healing processes.

Other types of death may be the miscarriage of babies, or deaths of the family members of the soldier. Be sensitive. People handle death, loss, and the stress involved with trauma differently. Trainees that learn of family problems may have more stress because they are so isolated from their families.

Some training units we talked with had the problem with the spouses of the soldiers in training showing up at the training sites unauthorized. Trainees are in a specific course for intensive training and are sometimes not allowed to see family members until graduation. Work with the installation and its' services to help alleviate some of these problems. Some units have mid-cycle family days. OSUT has a mid-cycle family day. AIT has many weekends off. Just know the specifics of the unit you are associated with.

Suggestions for Helping Others Coping with Trauma

- Show concern. Sometimes people want to be alone and sometimes people need others surrounding them. Ask and listen.
- Connect friends and support groups. Friendships are established within the military unit automatically. Be aware of the already established support groups. Help link the right person to the grieving person to serve as a support person for them.
- Use active listening.
 - Don't try to solve the problem.
 - Really listen-if you can't; find someone who really wants to.
 - Allow the person time to cope for themselves-don't rush them.
 - Care and support.

- Connect them with the services they might need. Have numbers available to give when needed. Here are some of the services that might be needed to support the person.
 - Chapel
 - Red Cross
 - ACS
 - FRG/Unit
 - Family/ Extended Family
 - Friends
 - Neighbors
 - Counselors
 - Hospital/Medical Facility
- Find out physical needs and help if needed. Some possible questions to ask.
 - Do the children need anything?
 - Do you need a sitter for the children?
 - Are there any special medical conditions?
 - Is there another language that needs to be spoken at this time?
 - Do you need help answering the phone and answering questions about the memorial service or place for donations to be sent?
 - What can we bring for you and your family to eat?
 - What do YOU need?

Sometimes in our quest to do the right thing we take care of our own needs to help. Everyone wants to do something, but someone sitting alone in a room full of casseroles may need something other than food.

- Be sensitive.
- Try not to feel guilty because you haven't suffered the particular trauma that has occurred. You can always show your concern. You can empathize with the person without making their problem your problem. If you haven't experienced the same loss, don't compare with words like "I know exactly how you feel" because you probably don't.
- Sometimes value and belief systems may clash, this may cause more stress. Use common sense in this matter.
- Sometimes you may not know what to say or do. Just be supportive. Smiles, hugs and kind gestures may be the only support you can extend.

- During divorce and separation, do not discuss details with other spouses in the unit and try to help minimize gossip. Confidentiality is a must.
- Your chaplain is a valuable resource during trauma in the unit. He is the coordinator of helping agencies on post, serves on the crisis team, can assist/perform memorials, services, funerals, etc. He can serve as point of contact between the unit and the family and offer ongoing pastoral care, spiritual resource, and counseling.
- Don't try to do everything yourself. Pace yourself and encourage others to contribute; otherwise, you may find yourself physically and mentally drained.
- The grieving process will normally be a long and difficult time. No one is expected to "snap out of it." Your first impulse may be to try and stop the person from crying. Allow them to cry. If you feel like crying that is okay too. There is no time limit to feeling pain and loss during trauma. Emotions will play a big part in the process.
- Remember there are qualified counselors that you can refer people to. Sometimes more help is needed than you can give. You do not need to be the problem solver-just be kind and helpful to the degree you are comfortable in doing.
- Learn to recognize and learn your own limitations. Sometimes it is best to stay away from situations that are too emotionally charged to allow you to handle them effectively. Some problems will not have simple and easy solutions. Be careful not to become overwhelmed. Be yourself and feel comfortable in whatever help you extend.

Trauma is a part of unit life. There is no set way for dealing and coping with it. Have a plan of action in place that is comfortable to you and the other members of the FRG. If trauma occurs, you can then plug in the plan of action where it is needed. If the family has not thought of doing a memorial service, you may want to suggest this as it helps in the closure process for the unit. Assess the situation and use your active listening skills to determine what is best for all involved to include you.

CHAPTER SIX ENTERTAINING

As you begin the role of the training commander's spouse/rep talk with him and have a social plan in place at the beginning of the command time. It does not need to be elaborate, just consistent and comfortable for your particular needs and those of your unit. Remember in training units, the number of NCOs far exceed the number of officers. Decide for yourself along with the commander how to include everyone.

Welcomes

We invited the officers to our home for dessert and coffee soon after they were assigned to the unit. If they had a family we invited them also. Sometimes the couple brought their children with them, as they were so new to the area they didn't know a babysitter. Inviting the entire family is entirely up to you. At this welcome, my husband and I discussed the unit's mission, the training schedule, the FRG, expectations, and questions. This was an excellent way for the new officer to meet his commander and also know a "face in the crowd" before arriving at the first unit function.

I also spoke to the company commander at this welcome to see how he would run his FRG. If his spouse would be the leader I would talk with her. If not, I would arrange to speak with his representative. We discussed FRG requirements and procedures.

We also presented a unit pin to the spouses at the first social event they attended and were welcomed at. This was for everyone, not just officers.

Hails and Farewells

In our unit, we included everyone in our hail and farewells. We did family related events because our drill sergeants had so little time with their families anyway because of the training schedules. Some of the things we did were: sporting events, bowling, ice-skating, roller-skating, BBQs, potlucks, dinners, etc. We did hail and farewells/social events about every six weeks. The companies took turns being in charge of choosing the event and organizing food or payments for the activities. This schedule of rotating responsibility also included holiday parties where the entire battalion attended but one company was in charge of the event.

Coffees

We had a monthly coffee. Again this was open to all spouses in the battalion; however, mostly the officers' wives came. This group was mainly social and used to put out information on post activities and local community events. It sometimes served as a steering committee for the FRG events.

Other units did coffees on a brigade level. Only officers' wives and the battalion CSMs' wives were invited. This was done when participation for a battalion level coffee was extremely small.

Officer Calls

The first year we didn't do much with just the officers socially because they didn't want to have a separate group for the officers. The second year however we got together and did local events, went to dinner, or had dinner at someone's home as a group of officers' and their spouses. Both years we did personally farewell the company commanders, XO's, and CSMs with a dinner at our home. This was our way of saying thanks.

Holiday Reception

We held a holiday reception in our home in December before Exodus (Christmas Leave for the Trainees) both years. We did the food ourselves in our quarters. The XO and CSM helped serve and entertain the guests. Others had a reception at the club or other location and had the food catered. Some commanders had a potluck reception where the commanders helped with the food. We used the holiday reception as a thank-you to everyone in the battalion so we provided the food and drinks ourselves. The reception can be as simple or as elegant as you want. It was a tradition we felt needed to be continued. The unit seemed to really enjoy this event. We divided the battalion into groups (2 companies at a time) for an hour. We left thirty minutes in between to refill food and drinks between groups. We had a holiday casual dress code. We felt the blues reception too formal for our needs. This was done in lieu of the traditional New Year's Day reception.

Special Occasions

I took the company commanders' spouses and CSM's spouse out for lunch for their birthday. This was something that was done for me in another unit. I used this time to help answer any questions about the company or concerns that they might have. It was also a nice way to appreciate all the work they were doing in the companies. Again this is totally optional.

Entertaining is a part of any unit. Some units are heavily involved in post activities as well as battalion and brigade activities. How much you do is up to you and to the members of your unit. We found that the more we got together the more everyone wanted to get together. Some units are happy with a monthly FRG meeting and a yearly formal. Others want more. You will have to determine for yourself what is best for you and for your unit.

Some Entertaining Ideas

There are many books on entertaining. Listed in the resource section of this book is the Spouse Battle Book which has a lot of information on entertaining. You can do just about anything as long as the groups' needs are met. Here a few suggestions that worked for us:

- Tacky Coffee - This should be done later vs. sooner in the command time. Use different napkins, plates, invitations etc. Have the dress code read: Mismatched or Tacky. This is a lot of fun and a good way to get rid of mismatched paper goods.
- BYOB Coffee - "Bring your own banana" A banana split coffee is where you bring your own banana and the hostess provides the ice cream and toppings to make banana splits.
- June Bridal Coffee - Have a coffee (wedding food optional) and exchange wedding pictures and albums.
- Theme Party - This is wonderful and a great deal of fun for all. People seem to relax when they can come in costume or know they can dress goofy or unlike themselves. Some examples of these parties: Costume Party, Holiday Party, Derby Party, Year Party (60s, 70s, 80s), etc.
- Game night party - Play different board games and serve munchies.

Again if you are comfortable with providing the food, do so. If potluck and combined efforts is more your taste, do that. The main ingredient for success in entertaining is to ensure FUN for others and for you!

Bylaws of 1-46 Spouses' Coffee Group

1. Coffees will be held the second week of every month the date to be determined by the hostess and the battalion commander's wife. This is due to the CIE (Community Information Exchange) held the first Tuesday of the month
2. The coffee group is open to any and every spouse of 1-46 INF.
3. A one time dues of \$5.00 will pay for the farewell gift. The treasurer of the group will keep a record of dues paid with the group's money. Receipts need to be kept or a description of the purchase, expense or addition and recorded in the treasurer's book. All transactions will be recorded by the treasurer.
4. Opportunities for door prizes will be the responsibility of the hostess. The "prize" will be below \$5.00 in value. A price of \$1.00 will be charged to place your name in the basket for the prize if you choose to participate in the drawing.
5. Moneys for the group will be used for welcomes and farewells of all members of the group that choose to participate. The unit crest pin will be the welcome gift to the new spouse and paid for by the 1-46 association fund given at the first FSG meeting she attends. I will also give you a small welcome gift from me.
6. The main purposes of this group are to be informed of the events of 1-46 INF, to be informed of the events of Ft. Knox and the surrounding communities, and to socialize and have fun with the other spouses of the unit.

Welcome to 1-46 Infantry!!!! The Professionals lead to victory!

Wives' Hospitality Plan

Welcoming Newcomers:

All new Wives to the wives coffee group will be greeted as soon as possible when they arrive on post, either in guest house, quarters, or off-post housing by the hospitality chairperson or designated section greeter. The welcome visit will be coordinated in advance. All newcomers will receive either a small plant, baked goods, a Welcome and Information Letter from Beth, printed materials from the post, a welcome basket, and/or other information concerning current activities and an invitation for an escort to our next monthly coffee.

Babies:

All parents of newborn babies will receive a congratulatory dinner. The dinner date will be at the discretion of the newborn's parents with two day's notice given by parents to the hospitality chairperson. The hospitality chairperson will coordinate with the cookers who shall be drafted from the Meals-On-Wheels roster in order on the roster with the newcomers names added to the bottom of the list. If unable to provide the needed dish, cookers simply state "not a good time" to the hospitality chairperson when they are telephoned. The chairperson will go to the next person on the list and request from the previous cooker at a later time.

Congratulatory Baby Dinners should consist of a 1. Main Course 2. Salad 3. Dessert (no chocolate dishes for nursing mothers) 4. Bread/Rolls. Each dinner will need 4 food providers and all dishes should be placed in non-returnable containers. Baby dinners should be delivered by one person and after delivery of the dinner the delivery person should promptly leave. The delivery person will be coordinated by the hospitality chairperson.

All new babies should receive a "shower" at the monthly coffee following the birth of the baby. Gifts will be placed in a baby basket at the coffee to welcome the new mom and baby to the battalion.

Meals-on-Wheels for Special Reasons:

At times, special needs may arise for families such as hospitalization, family member deaths, serious illness, etc. To meet these needs, the hospitality chairperson will coordinate with our ladies to provide the meals.

Newlyweds:

We will provide a newlywed basket at the first coffee that the new bride attends to welcome her to our coffee group. All wives who would like to participate in welcoming the bride to our group may bring a small gift to place in the newlywed basket at the monthly coffee that the bride attends.

Bachelors:

All officer/first sergeant/senior NCO bachelors will receive a birthday cake. A list of bachelors will be maintained by the bachelor birthday chairperson who will telephone the baker about one week in advance of the birthday to ask if the baker can cook a birthday cake for the bachelor for his birthday. Bachelor Birthday Cakes should be regular in size, but as fancy or as simple as the baker desires. It is chairperson's responsibility to find out where the bachelor will be on the day his cake is to be delivered (if he is TDY or in the field she needs to plan accordingly as to when he will be available for the birthday cake delivery). All weekend Birthday Bachelors should receive their cake on the Friday before. The birthday cake must be delivered by the baker's husband or another husband in the battalion.

These are only guidelines as to what we can do as a group. We make the decisions that will work best for us and communication is always necessary for ideas to be successful. Any questions anytime ... please call(428-1955).

Beth

CHAPTER SEVEN

TRADITIONS/CEREMONIES

Military traditions and ceremonies keep us involved in and make us aware of our military heritage. They may inspire both patriotism and pride and are a reminder of our past. These events range from the unit specific parade or change of command ceremony, to a post wide observance of the Fourth of July. As a commander's spouse you set the tone for the unit and will need a clear working knowledge of military traditions and current social customs. Don't let this throw you! What you don't know you will learn. Training Battalions offer an assortment of opportunities to participate in parades and ceremonies on a regular basis ☺! You'll be standing and tapping your feet to the Army song in no time. Remember, protocol is designed to let us know what to expect in a given situation. For most of us it is a combination of military traditions, etiquette and common sense. Knowing what to do will help you feel secure and comfortable.

Graduation Parade/Ceremony

The graduation parade or ceremony in a training battalion is the most anticipated event of a training cycle. Some AITs do not have parades. Family members travel from every part of the United States to witness this event and to many, this day is more important and more emotional than their child's high school graduation!

A graduation parade is filled with pomp and ceremony and will be an event that you will learn to love. It really is no different than many military parades you have witnessed in the past, but the spectacle of newly minted United States Army Soldiers marching proudly onto the graduation field, heads held high with pride, is a picture you won't soon forget!

A typical sequence of events for a parade looks like this:

- Formation of Troops
- Invocation*
- Presentation and Honors*
- Inspection
- National Anthem*
- Remarks
- Pass in Review
- The Army Song*
- Conclusion

*Denotes please stand

A Few Quick Tips:

- Stand at attention when our national anthem is played.
- In addition, when our anthem is played out of-doors, civilians or military in civilian clothing should put their right hand over their heart as a sign of allegiance. Indoors, everyone in the audience including military in uniform (without headdress) simply stands at attention with hands at his sides.
- As the flags pass in review, stand at attention when our national flag is six paces in front of you and remain standing until it is six paces past you.

Depending on your desire and what you work out with your spouse, many Battalions' reserve a seat for you in the front row of every graduation parade. If you plan to take your children, be sure to let your spouse or the XO know so that seating may be planned accordingly. Children are most welcome at any parade, especially when they are well behaved. You know your children and their attention spans...you decide what is best for your family.

After the parade, feel free to meet and greet parents and family members of graduating soldiers. Many families are quite happy to meet you and share their child's success with you. In this instance, you become a wonderful ambassador for the unit and the Army!

What To Do At Five:

On occasion, you might find yourself at BN headquarters at five in time for Retreat. Because you are in the vicinity of new soldiers in training, it is especially important that military courtesies are followed. This "modeling" provides the soldier with an opportunity to witness first hand that ALL members of the Army community will pause and render the proper honors.

Military personnel not in uniform should come to attention facing the flag (or music when the flag is not in plain view) when the first note of retreat is played. When To the Color begins, salute the flag until the last note has been played. If the National Anthem is being played for the lowering of the flag (as is the case at Fort Knox on Sundays) the flag should be saluted from the beginning of the music to the end.

All men (civilian and military) in civilian clothes should remove their hats with the right hand (if applicable) and come to attention facing the flag when retreat begins. When To The Color begins, the right hand should be placed over the heart (while holding the hat over the left shoulder) until the last note is played.

All women (civilian and military) should do the same but are not required to take off hats.

Military personnel in formation should be commanded to parade rest when Retreat begins. When To The Color begins, the formation should be commanded to present arms until the last note. When indoor, hold the position

of attention from the first note of Retreat to the last note of To The Color, regardless of apparel.

Passengers and driver of vehicles should dismount and give the appropriate courtesy. Only the senior person riding in a bus or truck should dismount. *Information compiled from Army Regulation 600-25, Appendix A.*

Family Days

Almost all training units have scheduled family days in or at the end of the training cycle. This event may occur half way through training and is combined with the soldiers' first weekend pass in AIT and OSUT!! Many units will provide a demonstration of some type for family members to witness and then release soldiers for the weekend (AIT and OSUT)! One unit in particular used this opportunity to provide a "New Army Spouse" discussion provided by Drill Sergeant spouses who were able to pass on information and insight into the Army way of life!

Although you will play no official role during "family day," many Battalions' use this day as an opportunity for fund raising. Sales on unit specific memorabilia and cold drinks and snacks are not uncommon. DO check with the post Directorate of Community Activities for Post specific fundraising policies.

Ceremonies

Many units hold unit or branch specific ceremonies to commemorate achievements or events reached by a soldier in training. These ceremonies are a dramatic way to inculcate the soldier with the traditions and pride of his/her respective branch. For example, The Torch Lighting Ceremony is done in dark of night around a giant bonfire. The emphasis is the history of the unit and the meaning of the Seven Army Values. The Infantry Training Brigade holds a Crossed Rifle Ceremony immediately after a 25-mile road march. This culminates a one-week field exercise held one week prior to graduation. This ceremony is held at dawn at "Honor Hill". Soldiers gather around a large bonfire, and seven torches represent the Seven Army Values. There are speeches given by the cadre, the honor graduate recites the Infantry Creed and it culminates with the awarding the coveted Infantry Crossed Rifles. These ceremonies are rarely witnessed by anyone outside the unit but family members will be thrilled and impressed by these moving events. They are held specifically for the soldiers and the cadre, but they are an integral part of the training cycle and held in high esteem by all that are associated with them.

Parting Thoughts

As you can see, training units have much to be proud of. The transformation of a young civilian into an American Soldier is no easy task! The ceremonies and traditions associated with this transformation are important to witness and bring pride to your heart. As the senior lady of the unit, your

presence is greatly appreciated. The cadre takes pride and feels supported when you are there. A warm smile, a kind word goes a long way towards building a feeling of “family” in the unit. Your presence also encourages other spouses to attend as well! It is amazing how many cadre spouses do not attend these events. Make sure to publish dates for graduations and family days in newsletters. Have a special invitation sent to the spouse of the Drill Sergeant of the Cycle. The more spouses are invited and encouraged to participate in these events, the more they will feel pride in the job their spouses perform!

ARMY TRADITIONS

**Some Army traditions are like Grandma’s quilt.
An old quilt is threadbare, not very warm, and impossible to clean.
A new quilt of polyester is practical,
Machine washable, warmer, and usually fits the bed.**

**However, we still want to preserve Grandma’s quilt
To remind us of a gentler time
And to affirm our connection with the past.**

CHAPTER EIGHT VOLUNTEERING

Volunteers are the heart and soul of any unit or installation. It can be a very worthwhile and satisfactory experience as long as members feel appreciated and part of the group. Training battalions offer many opportunities for family members to volunteer. Many drill sergeants spouses have been very involved in past units and have a wealth of ideas and support to offer. Many times though, you will find that the spouses in your unit might be under the impression that a training unit does not have a Family Readiness Group or that there is no need for them to be involved. It really is up to you, to change that perception and to encourage participation. Here are a few helpful hints to help you do just that:

Welcome

Welcome new spouses into the unit as soon as possible. Because the make up of each company cadre is small, this should not be too difficult a task for the company Family Readiness Leader to keep up with. Welcomes can be done in a variety of ways, but some type of conversation, whether it is face-to-face or telephonic is critical. The welcome should concentrate on providing the new spouse with information about the company and the battalion. Important telephone numbers, and a brief explanation of the training cycles from a spouses' perspective can be very helpful. An invitation to the next company or battalion level FRG meeting would be nice as well as any upcoming events (graduation) or activities (summer picnic). This first contact goes a long way towards creating a sense of belonging and "esprit". Spouses who have been welcomed in a timely manner are more apt to say yes to requests for volunteering activities in the future.

Many units offer a small token as a welcome gift. An example would be a plant or the unit pin. This gift can be determined at the company or battalion level, but no matter how it is decided, you should know what is being done.

Job Descriptions

Potential volunteers are more likely to come forward if they know exactly what the requirements are and how much time is required to do the job. Job descriptions are essential and map out the duties expected of the volunteer. They are also a hard copy of the duties associated with the title and can be used as "work experience" in job applications and /or résumés.

Possible volunteer roles in your unit may include:

Family Readiness Coordinator (Bn level)
Private Organization President (Bn level)
(These two are combined in many cases)
Private Organization Vice President (Bn level)
Private Organization Secretary (Bn level)

Private Organization Treasurer (Bn level)
Newsletter Editor (Bn level)
Company Family Readiness Group Leaders
Special Events Coordinator (Bn or Company level)

If you are having trouble getting volunteers, suggest that the job be filled for a limited time only or have more than one person share the responsibility. Add “perks” for your volunteers. Perhaps a special parking spot near the company or battalion headquarters, monthly invitations to your coffee group, special recognition during the year and especially during volunteer appreciation week. Volunteers give of their time and energy freely. They have the right to be treated with courtesy and respect. You must be sensitive to the volunteers’ commitment to family and/or outside jobs. Be careful not to over use them! It is important that they are acknowledged for the job they have done, no matter how large or small their contribution.

It is important to keep the company commanders and Bn commander informed of volunteers within their unit. This can be done during your monthly steering committee meetings by acknowledging the volunteers for that month. Provide the volunteer’s names, hours and places worked. This will give him/her an opportunity to become personally aware of the volunteers and their contributions. Recognize the volunteers in your Bn newsletter. A small note of thanks from the commander is an incredible morale booster!

Volunteer Recognition

Recognition for volunteers may start at the company level and go all the way up to Department of the Army. It is essential to keep documentation on hours that a volunteer has accrued as well as a brief description of the task accomplished. This information is usually given to the Installation Volunteer Coordinator at each post who keeps the information on file to use for post or installation level recognition. Many times though, any nominations for awards, be they post or Army wide, must be generated by the unit and signed by the commander. Therefore, it is wise to keep copies of volunteer records.

There are many ways to recognize volunteers. Included in this chapter is a list of “101 Ways To Give Recognition To Volunteers”.

Here are some other suggestions:

- Decide as a group what “gift” will be presented to outgoing officers or FRG leaders of your unit. Many times a small clock engraved with a volunteers’ name, title and year served is a nice idea.
- Have a battalion level Volunteer Appreciation Reception. Invitations should be sent to anyone that has volunteered for the unit. A presentation of a small token of appreciation (if on a limited budget the IVC has many

things that can be given out for free) done by the Battalion commander is a wonderful gesture.

- Don't forget to nominate worthy volunteers for quarterly or yearly awards given at the installation level. This recognition receives the greatest praise and appreciation by the volunteers, perhaps because this is recognition by peers and the entire community. When a volunteer of yours is chosen to receive such an award, be sure that the BN and CO commander and you are in attendance to cheer them on!!

Volunteering is not only personally rewarding but also often critical to the success of your FRG programs. Your attitude will encourage others to participate. Be enthusiastic and positive!

Volunteering as a Unit

Training units are small. Although you may have 1000 plus soldiers in training at any given time, the actual number of cadre that are assigned to the unit is between 80-250 people. Therefore, when a unit is called upon to volunteer for blood drives or supporting worthy organizations (as is the case at Fort Benning with Santa's Castle) your manpower is limited. Don't let this deter you. I have seen many units that have found fun and innovative ways to contribute to worthy causes with the limited number of cadre on hand.

Here are some examples:

- Sponsor a post wide Golf Tournament with precedes going to the units' favorite organization.
- Have a Bowl-a-Thon that is fun and does not require large numbers of participants.
- Get involved in a school sponsorship program in your local community following the guidelines set forth by the installation JAG.
- Provide opportunities for spouses within your unit to chat with and encourage young private's wives when they come to family days or graduations

Parting Thoughts

Allowing members of the unit to participate and take ownership of unit and post activities is a great way to build unit cohesion. Publicly recognizing and appreciating your volunteers makes them feel special and validated. Recognition of volunteers needs to be placed at the top of the list of priorities. Without volunteers, many organizations to include FRGs would not exist!

FRIENDS OF THE BAYONET
Job Description

Position: *President*
Responsible to: Commander

Job Description:

- Presides over all meetings of the executive board
- Sets the agenda with input from the commander and advisor
- Is a member (ex-officio) of all committees
- Reviews all contracts and obligations with the treasurer and reports findings to the commander and advisor
- Initiates programs and activities that improve the quality of life for members of the Friends of the Bayonet
- Recruits volunteers to implement programs
- Coordinates among functions and program leaders
- Helps identify available resources

Time required: 10-20 hrs per month

In-Service Training: AFTB/IVC workshops

FRIENDS OF THE BAYONET
Job Description

Position: Vice-President

Responsible to: Commander
President

Job Description:

- Coordinates fundraising events with treasurer to ensure that funds are available for the group's activities
- Recruits volunteers and delegates work for fundraising events
- Determines work schedule
- Determines requirements and logistics to hold fundraising events
- Keeps inventory status and coordinates with treasurer to order additional items needed
- Assists the President
- Performs duties of the President in his/her absence
- Should the office of the president be vacated, assumes duties of that office until a successor is appointed

Time required: 10-30 hrs per month

In-service Training: AFTB/IVC Workshops

FRIENDS OF THE BAYONET
Job Description

Position: Secretary:

Responsible to: Commander
President

Job description:

- Keeps a record of all meetings of the association and their proceedings
- Keeps a record of minutes of the board meetings
- Submits a rough draft of minutes to President and Advisor before each meeting for approval
- Will post minutes of the executive board meetings in a conspicuous place as to be determined by the executive board for information to general membership
- Will forward a copy of minutes and financial statement monthly to:

Director of Community Activities
United States Army Infantry Center
Attn: ATZB-PAM
Fort Benning, Georgia 31905

(Attn: Susan Samples)

Time required: 10 hrs per month

In-service training: AFTB/IVC workshops

FRIENDS OF THE BAYONET
Job Description

Position: *Treasurer*

Responsible to: Commander and President

Job Description:

- Keeps itemized account of all money transactions to include receipts, disbursements, and all supporting vouchers and records
- Collects all accounts receivable, such as dues and other funds accrued by the various committees
- Disburses the associations' funds as may be directed by the executive board
- Shall present a financial report to the executive board each month and a written financial report at the end of the board year
- Shall sign all contract obligations and disbursements authorized by the executive board
- Submits request to hold fundraisers in accordance with Fort Benning policy memorandum 99-25 and obtain approval from the Director of Community Activities to hold any fundraising events
- Keeps accounts open to inspection by members of the association
- Shall use general provisions of AR 215-5, ch 9
- Will post financial statement in a conspicuous place as to be determined by the executive board for review of general membership
- Will see to it that an audit is conducted at the expense of the Friends of the Bayonet every two years

Time required: 10-20 hrs per month

In-service training: At the discretion of the Commander

THE TEN COMMANDMENTS OF PRIVATE ORGANIZATIONS

- Thou shalt not assign soldiers nor DA Civilians to work for POs as official duty, nor require them to be a POC for a PO Membership or fund raising drive.
- Thou shalt not use Government equipment, supplies, nor personnel in support of a PO, except as authorized by AR210-1 and the Joint Ethics Regulation (DoD 5R500.7).
- Thou shalt not require nor coerce subordinates to join a PO, attend PO meetings, nor participate in PO activities.
- Thou shalt be neutral in dealing with POs and shalt avoid the appearance of favoritism or DA endorsement.
- Thou shalt remember it is not your unit's mission to raise money.
- If your unit has a PO, thou shalt ensure that participation in its fund raising activities is truly voluntary.
- Except for CFC and AER, thou shalt not collect funds for a PO in a duty status nor during duty hours.
- Except for CFC and AER, thou shalt not solicit, collect, nor accept contributions, purchases, or memberships from trainees on behalf of a PO.
- Thou shalt not set quotas on contributions to or memberships in POs, nor require subordinates to explain a decision not to join a PO.
- Thou shalt not use your office, title, nor position in connection with your participation in a PO.

(Taken from the JAG office at Fort Knox, KY)

Thou shall use common sense and check with the JAG office of the installation you are assigned to see if your FRG is a PO or not.

VOLUNTEER

Many will be shocked to find -
When the day of judgment nears,
That there's a special place in heaven,
Set aside for volunteers.

Furnished with big red recliners,
Satin couches and foot stools,
Where there are no hot dogs, drinks or pizza,
And no bake sales in motor pools.

In this place of leisure,
There's no need for fund raisers or meetings,
No car washes, fun jumps or JRTX's,
You'll receive only royal greetings.

Phone trees they are outlawed,
No new wives to call and greet,
You won't need any redline messages,
No rosters to complete.

Nothing to print or staple,
No newsletters to fold and mail,
The calendar is clear straight through,
With no one new to hail.

But at this special place you'll see,
just a finger snap will bring
Cool drinks and gourmet dinners,
And treatment like a king.

You ask, "Who'll serve these privileged few,
And work for all they're worth?"
Why, all those who reaped the benefits,
And not once volunteered on earth.

Thank You.'

We have
just for you.
You're worth a
to us!
You've been such a
and the
we can smile!
Gratefully,

(Hugs and Kisses)

(mint)

(Lifesavor)

(Riesen)

Thank You.'

We have
just for you.
You're worth a
to us!
You've been such a
and the
we can smile!
Gratefully,

(Hugs and Kisses)

(mint)

(Lifesavor)

(Riesen)

CHAPTER NINE

HELPFUL HINTS AND SURVIVAL SKILLS

- Have a social plan for the battalion in place before the command time begins.
- Don't expect the unit to function as a TO&E unit but remember it is just as vital.
- The unit make-up is different-more NCOs than officers in leadership positions.
- The manpower of the unit is smaller even though there are hundreds of soldiers during cycle. Soldiers in training do not participate in unit functions.
- Don't try to make the BCT battalion fit nicely into a TO&E unit. They are different. Recognize the positive differences and use them to foster pride in the unit.
- Get to know your spouses and family members.
- Keep spouses informed of battalion news through a newsletter.
- Do welcome and farewell coffees.
- Remain positive when little volunteerism exists.
- Encourage enrollment in AFTB –all levels.
- Plan family activities throughout the year.
- Be ready to deal with all type of personalities and have a FRG vision.
- Remember that family support is as important in this type of command as in tactical units.
- New wives need to be included and given the opportunity to participate.
- Be considerate of dual military families especially when involving commanders, 1SGTs, and Drill Sergeants.

- One thing to keep in mind-the Battalion Commander and spouse stay around for 2 years while watching a huge turnover or personnel in the unit. This means that the unit dynamics might change several times while you are there.
- Drill Sergeants get additional pay while they are on Drill Sergeant status. When taken off the trail unexpectedly, this action may cause financial stress on the family.
- Gone are the days when everyone attends battalion social functions. Some still look forward to them. The Battalion Commander can direct all officers/soldiers to attend whatever functions he feels are necessary, BUT the spouses choose to attend. If the event is perceived as interesting or fun, more MIGHT attend but do not take it personally if attendance is low.
- Within the FRG, rank is not “worn” by spouses; rather, rank of service members cannot be ignored. Rank should not be used to control/manipulate FRG actions. The FRG’s purpose is to best serve the unit’s families, regardless of rank of service members. Thus, FRG members are empowered; hence, FRG is able to operate more effectively.

101 WAYS TO GIVE RECOGNITION TO VOLUNTEERS

1. Smile
2. Put up a volunteer suggestion box
3. Treat to a soda
4. Reimburse assignment-related expenses
5. Ask for a report
6. Send a birthday card
7. Arrange for discounts
8. Give service Stripes
9. Maintain a coffee bar
10. Plan annual ceremonial occasions
11. Invite to staff meetings
12. Recognize personal needs and problems
13. Accommodate personal needs and problems
14. Be pleasant
15. Use in an emergency situation
16. Provide a baby sitter
17. Post Honor Roll in reception area
18. Respect their wishes
19. Give informal teas
20. Keep challenging them
21. Send a Thanksgiving Day card to the volunteer's family
22. Provide a nursery
23. Say "Good Morning"
24. Greet by name
25. Provide good pre-service training
26. Help develop self-confidence
27. Award plaques to sponsoring groups
28. Take time to explain
29. Be verbal
30. Motivate agency VIP's to converse with them
31. Hold rap sessions
32. Give additional responsibility
33. Afford participation in team planning
34. Respect sensitivities
35. Enable to grow on the job
36. Enable to grow out of the job
37. Have wine and cheese tasting parties
38. Send newsworthy information to the media
39. Ask client-patient to evaluate their work-service
40. Say "Good Afternoon"
41. Honor their preferences
42. Create pleasant surroundings
43. Welcome to staff coffee breaks
44. Enlist to train others
45. Have a public reception
46. Take time to talk
47. Defend against hostile or negative staff
48. Make good plans
49. Commend to supervisory staff
50. Send a Valentine

51. Make thorough pre-arrangements
52. Persuade "personnel" to equate volunteer experience with work experience
53. Admit to partnership with paid staff
54. Recommend to prospective employer
55. Provide scholarships to volunteer conferences or workshops
56. Offer advocacy roles
57. Utilize as consultants
58. Write them thank you notes
59. Invite participation in policy formulation
60. Surprise with coffee and cake
61. Celebrate outstanding projects and achievements
62. Nominate for volunteer awards
63. Have a "Presidents Day" for new presidents of sponsoring groups
64. Carefully match volunteer with job
65. Praise them to their friends
66. Provide substantive in-service training
67. Provide useful tools in good working condition
68. Say "good night"
69. Plan staff and volunteer social events
70. Be a real person
71. Rent billboard space for public laudation
72. Accept their individuality
73. Provide opportunities for conferences and evaluations
74. Identify age groups
75. Maintain meaningful file
76. Send impromptu fun cards
77. Plan occasional extravaganzas
78. Instigate client planned surprises
79. Utilize purchased newspaper space
80. Promote a volunteer of the month program
81. Send letter of appreciation to employer
82. Plan a recognition edition of the agency newsletter
83. Color code name tags to indicate particular achievements
84. Send commendatory letters to prominent public figures
85. Say we missed you
86. Praise the sponsoring group or club
87. Promote staff smiles
88. Facilitate personal maturation
89. Distinguish between groups and individuals in the group
90. Maintain safe working conditions
91. Adequately orient to job
92. Award special citations for extraordinary achievement
93. Fully indoctrinate regarding the agency
94. Send Christmas cards
95. Be familiar with the details of assignments
96. Conduct community wide cooperative, inter-agency recognition events
97. Plan a theater party
98. Attend a sports event
99. Have a picnic
100. Say "Thank-you"
101. Smile

CHAPTER 10

LEAVING THE BATTALION

Leaving the battalion is a major event. It is a time filled with emotional farewells, preparations to turn over responsibilities to the incoming command team and preparations to start your next military adventure. It is a very busy time in your life; however, make some time to help transition with the incoming commander's spouse. The way in which you do this is up to you. Some suggestions include a dinner for the couple at your home, a visit to their home, an invitation to your home or meet somewhere for lunch or dinner. An after action report from you is a great source of information for them. Also, if you have kept a notebook of rosters, phone trees, important post and battalion information, battalion training schedules, etc. Make copies for her to begin her own "spouse battle book."

Another way to help her get started with her new role in the battalion is to ensure that a welcome is being planned for her. She needs to be recognized as the new leader of your group. When you inquire about the welcome for her, your question may trigger a response for your farewell if they are not already planning it.

You will probably be asked to a farewell of some kind for you. Think about what you would like to say beforehand. It will make it easier when the time comes for you to say farewell. Send a thank-you to the hostess and also to the ladies in the battalion through the FRG leader after the event. You may not feel that you want a farewell, but it is as much for the group as it is for you. Respond graciously to the invitation for a farewell as you did for a welcome.

You and the commander may want to do some personal farewells of your own. This should be part of the social plan you began command with. If not, use your common sense and past experiences to decide how you would like to say goodbye to the people in the battalion and the post community. Some people outside the battalion may also want to farewell you and your spouse. It can become a very busy social time. You may consider combining farewells; it is up to you.

Discuss the change of command and transition with your husband/commander. Know what will occur and your role in the activities. The members of your group will also experience different emotions as they farewell you and welcome the new commander's spouse. Discuss facts about farewells, welcomes, and change of command ceremonies with your group. This may help alleviate fears and help foster excitement of a new chapter in the life of the unit and the final chapter for you in the life of the unit. Following this chapter is a checklist for briefing the incoming commander's spouse.

A good thing to remember is that this will be an emotional time for you and for the battalion. You have just finished two very challenging, exciting, sometimes draining, and hopefully enjoyable years. You are ending your chapter in the continuing story of the battalion and the beginning of another. You will have mixed emotions about leaving the battalion. This is normal. You may want to talk with other spouses going through this to gain insight into all the thoughts, feelings, and emotions you may be experiencing. Past commanders' spouses are a great source of information and resource for you throughout your command time. Most of all we hope you will feel pride in a job well done!

Checklist for Briefing the Incoming Commander's Spouse

One of the most significant final contributions you will make to the unit is the information you pass on to your successor. You can play a critical role in assisting EVERYONE by paving the way for a smooth transition.

We think you can best accomplish this by familiarizing the incoming commander's spouse with virtually all aspects of unit and community life. We encourage you not to overlook or underestimate this important aspect of leaving the co. The final decision, of course, regarding what and how much to share is yours.

Possible subjects to discuss or Items to make available are:

- *Offer to give her any after actions reports, notes you've made, historical materials, samples newsletters, meeting minutes, rosters, important names/addresses/phone numbers, or other written miscellaneous which might be helpful.

- *Discuss the unit's family readiness program.

- *Talk about social activities of the past two years. This could include what you and/or your spouse have arranged, spouses' gatherings, unit functions, and any outside obligations.

- *Tell her how you have interacted with the NCO/Enlisted spouses.

- *Describe community involvements or opportunities.

- *Explain your relationship and how you worked with anyone from battalion or other companies.

- *Let her know about your experience when coming in new to the co.

- *Detail money matters.

- *Inform her of major rules or regulations she may find worthwhile.

- *Be open about frustrations you faced and how you overcame them.

- * Go over everything about the officer wives.

- *Consider and decide what you will or will not say about specific individuals and/or "skeletons in the closet".

- *If you give a completely candid report, she may be sensitive to issues and problems which might otherwise be invisible during her crucial first month at that could lead to major mistakes in her approach.

- *She may prefer not to get this type of information. Everyone will begin with a clean slate and she is free to form her own impressions and assessments.

- *Cue her on responsibilities or commitments she should be prepared to handle immediately or as soon after the change of command.

- *Advise her on communication networks within the co-how information is dispensed, publicity handled, possible means of establishing contact between herself and others.

- *If asked, have recommendations on what you might suggest phasing out or definitely continuing. Why.
- *Give her background on participation, interests, popular events.
- *If there has been trauma or crisis in the unit, explain fully.
- *Indicate any special roles or projects you took on. Why.
- *Specify resources perhaps available within the unit and the community.
- *Make her aware of key people who have supported you and the unit.
- *Speak with her about any particular personal policies you and you spouse had in place (how you asked to be addressed)
- *Be straightforward, if there is interest, about your individual goals or leadership philosophy.
- *Ask for her questions. Show a willingness to honestly and frankly respond to her. Allow time, if feasible, for her to reflect and then meet with you again for follow-up.

Checklist of info to be given to the Incoming Company Commander's Spouse

- A. From the outgoing Company Commander's Spouse
 - 1. Co. Wives roster (phone Tree with POC's) and addresses
 - 2. Co FRG contacts or Chain of Concern
 - 3. Co. Family Assistance Handbook (or Battalion)
 - 4. Info on:
 - a. Co parties
 - b. Co coffees
 - c. Co welcomes
 - d. Co farewells
 - e. Co gifts
 - f. Co obligations that pertain to the particulars of the co such as Country Fair, formals, etc
 - 5. Data on info meetings and leaders' meetings
 - 6. Info for new plt leaders spouses/NCO spouses
 - 7. After-action reports such as:
 - a. bake sales/fund raisers
 - b. co. Christmas
 - c. co. Formals
 - d. co. Valentine's Dinner
 - e. Single Soldiers' Christmas/Thanksgiving dinners
 - f. Christmas stockings for soldiers in barracks
 - g. Newsletter info
 - h. any other
 - 8. Battalion info/co information
 - 9. List of supplies belonging to co and where items are stored
 - 10. SOP from all co. Committees such as:
 - a. "Meals on Wheels"
 - b. Treasurer's Report
 - 11. Role of I SGT spouse to include a "skeleton" of preparation involved in preparing plt leaders or reps
 - 12. Brief outline of how co FRG is organized and operates
 - 13. Copy of latest co newsletter

GLOSSARY

AAR- “After Action Report”- A written report of the success of any endeavor to include set up, points of contact, resources, etc. to complete the job.

ACS- “Army Community Service”- An installation service that provides many benefits for the soldier and his/her family members.

AFTB- “Army Family Team Building”- This a program with classes and information run at the installation by volunteers. The information in these classes help soldiers and their families learn about the military way of life. Classes are given at different levels and can also be taken on the Internet.

AIT- “Advanced Individual Training”- Training given to enlisted personnel after they complete basic combat training to qualify them for the award of an MOS.

BCT- “Basic Combat Training”- Training in basic military subjects and fundamentals of basic combat skills common to all newly enlisted active Army and reserve component personnel without prior service.

BDE- An acronym for “ Brigade”

Blue Phase –Also known as "Warrior Phase". This is the last phase of BCT and encompasses weeks 7-9 of IET. This phase is designed to develop and foster the IET soldier’s understanding of the importance of teamwork.

BN- An acronym for “Battalion.”

Cadre- All military or civilian personnel who either command, supervise, instruct, train, or support IET students or soldiers.

Casualty Assistance Program- An installation program to help the soldier and his/her family during times of crisis and trauma.

CSM- “Command Sergeant Major” The CSM is the senior enlisted soldier in the unit.

DOD- The acronym for “Department of Defense.”

Drill Sergeant- “DS”- A noncommissioned officer who has successfully completed the prescribed instruction in a U.S. Army drill sergeant school, been awarded the “X” skill qualification identifier and is qualified to train and supervise IET soldiers.

Exodus- Period of time around Christmas and New Year's when training in the IET battalions does not occur.

Fill Cycle- This is when the company is picking up new soldiers to begin training.

FRG- "Family Readiness Group"- This is a volunteer lead group which helps the family member of the soldier learn to help themselves deal with separations and living the life of a soldier's family. The goal of this group is to help the individual help himself or herself to become more proficient in being a family member of a soldier.

FSG- "Family Support Group"- The old term for Family Readiness Group. The goal was to support family members of the soldier.

FTX- "Field Training Exercise"- Part of the soldier's training in IET.

Graduation Ceremony- Completion of a set of phases in BCT. This is marked by a ceremony where family members are invited to attend and help celebrate the accomplishment of their soldier.

IET- "Initial Entry Training"- Training presented to new enlistees with no prior military service. It is designed to produce disciplined, motivated, physically fit soldiers ready to take their place in the Army in the field. This training consists of BCT, AIT, OSUT, and pre-basic training courses as needed.

ITB- "Infantry Training Brigade"- The Infantry OSUT Brigade located at Fort, Benning, Georgia.

IVC- "Installation Volunteer Coordinator". The IVC is someone who helps to locate volunteers for programs on the installation. He/She also records hours of service for the installation of the volunteers. She/He may also be the source of information on the types of services/programs on the installation.

JAG- "Judge Advocate General". This office deals with legal matters of the installation. You may also hear the term SJA for people in this office. See SJA.

MOS- The acronym for "Military Occupational Specialty" or the area the soldier will work in during military service.

NCO- The acronym for the "Noncommissioned Officer."

New Start- The reassignment of an IET soldier to another company or battalion in a later cycle to provide a soldier the opportunity to make up training missed, due to emergency leave or hospitalization, or to achieve performance standards not attained in the first training unit.

“On the Trail”- Drill Sergeant status

OSUT- “One Station Unit Training”- IET conducted at one installation, in one unit, under the same cadre, with a program of instruction tailored to a specific MOS.

PCC- “Pre Command Course”- A weeklong course for the commander and his spouse at Fort Leavenworth Kansas to learn about leadership and group dynamics.

Phased Training- The division of IET separate phases of training. Each phase has its' own short-term goals for the soldier and the unit with incentives to attain the goals.

Phase Five- Also called the “Gold Phase” begins at the start of the fourteenth week and continues until completion of IET. It is characterized by reinforcement training of common skills, training, and evaluation of MOS skills, a leadership environment, which simulates that in a field unit, and a culminating tactical field training exercise that integrates common skills and MOS tasks. This exercise is designed to reinforce the basic combat skills learned in BCT and how they apply to the soldier in the execution of their MOS duties in a tactical field environment.

Phase Four- Also called the “Black Phase” begins at the start of the tenth week and continues to the end of the thirteenth week. It is characterized by reduced supervision by drill sergeants, reinforcement training of common skills, values, and traditions taught in BCT, and an introduction to MOS tasks.

Phases Four and Five- These are called “Black” and “Gold.” These phases of the soldierization process occur in AIT and OCUT, and are characterized by lessening control and increased emphasis on the technical aspects of an IET soldier’s designated MOS.

Reception Battalion- Adjutant General Battalion on larger installations charged with receiving, housing and equipping soldiers before they start BCT or OSUT.

Red Phase- Also known as “Patriot Phase,” This phase encompasses weeks 1-3 of IET and is characterized by an environment of total control where an active, involved leadership begins transforming civilians into soldiers.

SJA- “Acronym for Staff Judge Advocate”. Sometimes this office is also referred to as the JAG office. See JAG.

Soldierization- The tough, comprehensive process that transforms civilians into soldiers. It results from the total immersion in a positive environment established by active, involved leadership. This environment sets high standards, provides

positive role models, and uses every training opportunity to reinforce basic soldier skills.

SOP- This is the acronym for “Standard Operating Procedure.”

Summer Surge- Influx of new soldiers during the summer months.

TDY- “Temporary Duty” An assignment for the service member away from his/her normal duty station for a specified period of time.

TO&E- “Table of Organization and Equipment”. It refers to tactical and war-fighting units.

Total Control- Continuous cadre supervision, IET soldiers restricted to company area, no free time other than 1 hour of personal time per day.

TRADOC- “United States Army Training and Doctrine Command” This major command is in charge of the IET.

Trauma- A bodily or mental injury usually caused by an external agent.

Turning Blue Ceremony- The ceremony conducted by the Infantry Training Brigade at Fort Benning, Georgia, which symbolizes the completion of Infantry OSUT Training and is conducted the day before graduation. It is the ceremony where successful soldiers will receive the coveted blue cord of the Infantry. (Other units have similar ceremonies for their specific MOS.)

USAREC- “U.S. Army Recruiting Command” This major command is responsible for bringing new soldiers into the Army.

White Phase- Also known as “Gunfighter Phase”. This phase encompasses weeks 4-6 of IET. The phase is centered on development of basic combat skills with special emphasis on weapon proficiency.

XO- The acronym for “Executive Officer.”

COMPUTER RESOURCES

We have provided some World Wide Web sites for various activities that can be a great resource for you. These are just a start. Use your Internet search engines to find more.

The U.S Army Homepage – <http://www.army.mil/>

Military Family Research – <http://mfi.marywood.edu/www/Research/Current.html>

Army Family Action Plan, Army Family Team Building, Army Community Service, BOSS, Youth Services, MWR, and other community programs can be found at – <http://trol.redstone.army.mil/mwr/index.html>

The Standard Installation Topic Exchange Services (SITES). Look up where you are or are going – <http://www.dmdc.osd.mil/sites/>

Do you have a TDY Per Diem, VHA, OHA, or COLA amount questions – <http://www.dtic.mil/perdiem/rateinfo.html>

US Army War College – <http://carlisle-www.army.mil/>

IT TAKES A TEAM, a resource for the Company Commander's Spouse/Representative - <http://carlisle-www.army.mil/usawc/dclm/take/index.htm>

U.S. Army Research Institute, How to Support Families During Overseas Deployments: A Sourcebook for Service Providers, Research Report 1687 (click on "Recent Reports") – <http://www-ari.army.mil/>

Army Family Liaison Office (FLO). Good place to find FLO Notes – <http://www.hqda.army.mil/acsiimweb/family/family.htm>

Want to take AFTB Level I on line, then try – <http://www.gordon.army.mil/roa/aftb/>

Military Spouse Net - <http://www.spousenet.com/>

Want to know about boards, promotions, or branch news, then go to the U.S. Total Army Personnel Command – <http://www-perscom.army.mil/default.htm>

CDR's TOOLKIT

<http://www-cgsc.army.mil/scp/toolkit.asp>

School for Command Preparation, Fort Leavenworth, Kansas
(913) 758-3344

Resources available:

Battalion Commander's Handbook
DA PAM 600-60, A Guide to Protocol
Key Speeches by the Army Chief of Staff
Yellow Ribbon Special Bulletin
A Resource Guide to Community Assistance
Family Support Group Leader Basic Handbook
Fort Leavenworth Family Assistance Handbook
Choices & Challenges- A Guide for the Battalion Commander's Wife
It Takes a Team
Fort Campbell Family Support Handbook
The Leader's Link
The Spouses Battle Book
DA PAM 608-47, A Guide to Establishing Family Support Groups
The Army Family Readiness Handbook

LINKS

<http://www-cgsc.army.mil/scp/general/newpage/links.asp>
School for Command Preparation, Fort Leavenworth, Kansas
(913)-758-3344

Department, Command, Agency and Organization Home Pages

Army <http://www.army.mil>
Army National Guard (ARNG) <http://www-ngb5.ngb.army.mil>
Department of the Army (DA) <http://www.hdqa.army.mil>
Department of Defense (DOD) <http://www.defenselink.mil>
Training and Doctrine Command (TRADOC) <http://140.153.246.2/cahe.htm>
U.S. Army Recruiting Command (USAREC) <http://www.usarec.army.mil>

Publications:

TRADOC pubs <http://www.tradoc.army.mil/pubs.htm>
TRICARE <http://www-tradoc.army.mil/cmdpubs/tricare/toc.htm>

Family Support Links:

Army Family Liaison Home Page
<http://www.hqda.army.mil/acsim/family/family.htm>
Army Family Action Plan
<http://trol.redstone.army.mil/mwr/afap/index.html>
Army Family Team Building
<http://www.armyfamilyteambuilding.org>
Military Assistance Program
<http://dticaw.dtic.mil/mapsite>
TAPS (Tragedy Assistance Program for Survivors, Inc.)
<http://www.taps.org/>
U.S. Army Community and Family Support Center Morale, Welfare, and Recreation (MWR)
<http://trol.redstone.army.mil/mwr/index.html>

US ARMY WAR COLLEGE
FAMILY MILITARY PROGRAM
Joseph.York@carlisle.army.mil

ADDITIONAL RESOURCES

Leaders' Wives Speak Out, US Army War College, 1985

Who Cares? We Do! Experiences in Family Support, US Army War College, 1992

Looking Back, Family Support Group: Lessons Learned during Desert Shield/Desert Storm: Experiences in Family Support, US Army War College, 1993

It Takes a Team: A Resource for the Company Commander's Spouse/Representative, US Army War College, 1995

The Spouses' Battle Book, US Army War College, 1998

Choices and Challenges: A Guide for the Battalion Commander's Spouse, US Army War College, 1991

Family Support Group (FSG) Leaders' Handbook, US Army Research Institute, 2000

A Leading Lady, Silja Allen, 1978

The Commander's Link, RB22-2, 1982

The Leader's Link, USACGSC Student Text 22-1, 1986

The Once Over Lightly, Bibs Reynard, 1981

The Army Wife Handbook, Anne Crossly, 1990

Military Jargon, P.T. James

Service Etiquette, Oretta D. Swartz, (5th Edition), Naval Institute Press

The Officer's Guide, 45th Edition, 1990

The Officer's Family Social Guide, Mary Preston Gross, 1977

Information to Help the Commander's Spouse and Other Helpful Information on Customs, Courtesies, and Traditions, US Army War College

This We'll Defend, Sean M. Herron

Casualty Assistance Handbook, DA Pam 608-33

A Guide to Protocol and Etiquette for Official Entertainment, DA Pam 600-60, 1981

Initial Entry Training (IET) Policies and Administration, TRADOC Regulation 350-6, 2000

Guide for the Operation of Private Organizations on DOD Installations, DOD Directive 5124.5 (reference (b))

Pre-Command Course at Fort Leavenworth – This course deals mainly with group dynamic and leadership roles.

Military Family Program at Carlisle Barracks, Pa. POC – Joe York